



Highview College

Strategic Plan 2017-2019

Prepared with assistance from



ONE PAGE SUMMARY OF THE PLAN

Focus

Mission

Highview College is a community where staff and students interact to foster optimal growth of each individual. The College aims to provide an environment which:

- facilitates the development of Christian values such as honesty, responsibility, integrity and compassion
- develops an appreciation and understanding of Christian faith and spirituality
- fosters full academic achievement, and the ability to think logically and creatively
- Enables students to view education as a lifelong process
- facilitates and encourages the development of self-confidence within a safe, happy and nurturing community

Vision

Highview College provides an ecumenical and accessible educational environment that fosters excellence by all

Collective Ambition

To be the 'best choice' school in the region – excelling in producing students who aspire and thrive. (Maryborough parents have no reason to send their children out of the town for a high quality education)

Points of Differentiation

- Ecumenical
- Excellent technological resources
- Focus on the Sciences – STEM subjects
- Holistic approach to education
- High level of student achievement
- Strong sense of community and belonging

Vision

- Growth
- Respect
- Aspiration
- Compassion
- Excellence

Direction

Strategic Theme

Working together to achieve our vision

Strategic Priorities and Projects

A. Student-centredness and faith

- Positive Education
- DELTA Program
- Christian ethos
- Student aspirations
- STRIVE Program

B. Academic achievement

- Academic focus
- Effective use of eLearning
- Innovative Years 7-10 program

C. Staff learning and excellence

- Supporting teacher capabilities
- Collegiality and respectful relationships
- Development of leadership capabilities
- DELTA Mentors

D. Identity and community

- Identity and market positioning
- Promotion and advertising
- Website redevelopment
- Enrolment process
- Contributing to our community
- School spirit and engagement
- Extending Alumni

E. Creating our future

- Master Plan
- Demographic analysis and forecasting
- Board governance
- Financial Sustainability

Results

Progress Indicators

- Improved ATAR results
- Improved NAPLAN scores across all areas
- % of students securing university places
- Increase in enrolments in Science subjects
- Percentage of staff participating in PD programs
- Staff satisfaction outcomes from staff survey
- Parent survey results – overall satisfaction/likelihood of recommendation
- Enrolments
- Debt:student ratio
- Student:teacher ratio
- Receivables percentages
- Somerset Key Indicators

Outcomes and Milestones

- Highly cohesive and collegial staff
- More aesthetically pleasing campus conducive to learning
- Innovative programs, especially for students in Years 7-10
- Students attracted from a wider geographical area than at present
- Greater involvement of students in community-based service programs
- Positive Education firmly embedded in all aspects of the College
- Engaged, inquiring students
- Students taking more responsibility for their learning
- Positive perceptions of the College and enhanced reputation
- A safe, thriving school environment
- School of choice for families in the Central Goldfields Region.

FOCUS

<p>1.1 Mission statement</p>	<p>Highview College is a community where staff and students interact to foster optimal growth of each individual. The College aims to provide an environment which:</p> <ul style="list-style-type: none"> • Facilitates the development of Christian values such as honesty, responsibility, integrity and compassion • Develops an appreciation and understanding of Christian faith and spirituality • Fosters full academic achievement, and the ability to think logically and creatively • Enables students to view education as a lifelong process • Facilitates and encourages the development of self-confidence within a safe, happy and nurturing community
<p>1.2 Vision</p>	<p>Highview College provides an ecumenical and accessible educational environment that fosters excellence by all</p>
<p>1.3 Collective ambition</p>	<p>To be the ‘best choice’ school in the region – excelling in producing students who aspire and thrive. (Maryborough parents have no reason to send their children out of the town for a high quality education)</p>
<p>1.4 Points of differentiation</p>	<ul style="list-style-type: none"> • Ecumenical • Excellent technological resources • Focus on the Sciences – STEM subjects • Holistic approach to education • High level of student achievement • Strong sense of community and belonging
<p>1.5 Values</p>	<ul style="list-style-type: none"> • Growth • Respect • Aspiration • Compassion • Excellence
<p>1.6 Strategic essence</p>	<p>Working together to achieve our vision</p>

1 DIRECTION

1.1 Strategic priorities

It has been determined that there are five strategic priorities for the College over the next three years. These priorities are:

A. Student-centredness and faith – providing a Christian learning environment in which each student feels valued and is encouraged to live out gospel values
B. Academic achievement – further strengthening the current academic focus and increasing student engagement in their education
C. Staff learning and excellence – enhancing the capabilities and contribution of all staff to fulfil the College’s mission
D. Identity and community – building relationships and links, increasing awareness of the College’s distinctiveness and enhancing our reputation
E. Creating our future – through sound stewardship, providing resources and facilities appropriate to a leading regional school and aligned with our focus on excellence

1.2 Priorities and projects

Strategic priority	Critical outcomes	Projects
A Student-centredness and faith – providing a Christian learning environment in which each student feels valued and is encouraged to live out gospel values	Objectives: <ul style="list-style-type: none"> Students are engaged in exploring faith and spirituality Students have positive self-image and resilience Students have high aspirations Progress and performance measures: <ul style="list-style-type: none"> DELTA program fully documented and implemented Staff/parent survey findings Student exit survey Student evaluation of STRIVE Program 	A 1. Positive Education – Further develop and implement the Positive Education program across the College with a view to improving student outcomes and well-being
		A 2. DELTA Program – Finalise the DELTA Program, having examined all aspects, ensure it is appropriately staffed and incorporate it into the timetable
		A 3. Christian ethos – Strengthen the Christian ethos of the College and explore ways to engage students in an authentic faith search
		A 4. Student aspirations – Through forums and discussions engage parents and students to see greater possibilities and the bigger educational picture with a view to lifting students’ aspirations and achievements
		A 5. STRIVE Program – Review the STRIVE program to optimise effectiveness and ensure a more integrated curriculum

2 DIRECTION (continued)

2.2 Priorities and projects (continued)

Strategic priority	Critical outcomes	Projects
B Academic achievement – further strengthening the current academic focus and increasing student engagement in their education	Objectives: <ul style="list-style-type: none"> • Culture of aspiration • Improved academic outcomes • Innovative curriculum • Reputation for academic excellence Progress and performance measures: <ul style="list-style-type: none"> • NAPLAN/ATAR results • Internal data analysis (value-adding) • Post-school destination of students • Improvement in boys' results 	B 1. Academic focus – Establish Highview College as the school of choice for academic students through improved data collection, tracking reporting and reviewing progress
		B 2. Effective use of eLearning – Investigate best practice e-learning and develop implementation recommendations to ensure a contemporary classroom environment and to better extend students
		B 3. Innovative Years 7-10 program – Develop a unique program for Years 7-10 that is highly engaging, embracing a range of innovations such as an accelerated maths program, boys' learning initiatives, and 'reading to learn'

Strategic priority	Critical outcomes	Projects
C Staff learning and excellence – enhancing the capabilities and contribution of all staff to fulfil the College's mission	Objectives: <ul style="list-style-type: none"> • 'Students first' attitude • A dedicated team who support each other • Highly skilled staff who are willing to learn Progress and performance measures: <ul style="list-style-type: none"> • Retention of key staff • Staff absenteeism • Likelihood of recommendation of Highview College as a place to work • Feedback on evidence-based observation 	C 1. Supporting teacher capabilities – Work with staff through PD programs, evidence-based observation, feedback, mentoring and, if necessary, performance management to enhance capabilities and improve the quality of teaching and learning
		C 2. Collegiality and respectful relationships – Design protocols and processes that set expectations for interactions between staff, and between staff and students, and that foster respectful relationships
		C 3. Development of leadership capabilities – Provide professional development opportunities to assist key staff with accountability, crucial conversations and effective leadership skills, including facilitating change
		C 4. DELTA Mentors – Recast the role of home group teachers into DELTA Mentors and resource and skill them to increase their competence and confidence in handling a wider range of pastoral issues

2 DIRECTION (continued)

2.2 Priorities and projects (continued)

Strategic priority	Critical outcomes	Projects
D Identity and community – building relationships and links, increasing awareness of the College’s distinctiveness and enhancing our reputation	Objectives: <ul style="list-style-type: none"> Clarity in communicating our core purpose Brand consistency Stable enrolments Highview is seen as an integral part of the community Strong alumni association and connections Progress and performance measures: <ul style="list-style-type: none"> Level of participation in House events Enrolment inquiries Social media metrics Number of invitations to be involved in community events 	D 1. Identity and market positioning – Evaluate the College’s educational offering relative to comparable and competing schools and having agreed on the educational focus of Highview develop clear differentiators to incorporate in the brand and all communications
		D 2. Promotion and advertising – Prepare and implement a marketing plan that covers both traditional and new media with a focus on expanding our primary catchment area with useful marketing metrics
		D 3. Website redevelopment – Review the content and format of the current website, and redesign to improve first impressions and user-friendliness
		D 4. Enrolment process – Audit the current enrolment process and develop a more streamlined system that ensures consistency, accuracy and efficiency
		D 5. Contributing to our community – Increase the College’s and students’ presence in and contribution to the local community through ties with feeder schools, local businesses and service to community organisations and churches to live out our mission
		D 6. School spirit and engagement – Develop a range of activities involving both students and staff to build a deeper sense of community involvement, and belonging
		D 7. Extending Alumni – Develop strong links with past students to sustain interest in and commitment to the School, it’s future and current students

Strategic priority	Critical outcomes	Projects
E Creating our future – through sound stewardship, providing resources and facilities appropriate to a leading regional school and aligned with our focus on excellence	Objectives: <ul style="list-style-type: none"> A well-maintained, inviting campus Innovative/adaptive/flexible learning spaces Improved amenities and facilities for students and staff Financial sustainability Strong governance at all levels Progress and performance measures: <ul style="list-style-type: none"> Projects completed within budget and on time Conventional financial metrics for schools 	E 1. Master Plan – strategically implement the Master Plan to achieve the vision of the school community and wider community
		E 2. Demographic analysis and forecasting – Conduct a demographic analysis to assess population trends, enrolments within the catchment area, develop forecasts to set enrolment targets, and inform planning and budgeting
		E 3. Board governance – Actively search for, recruit and train Board members, to ensure appropriate level of business and financial acumen and innovative thinking
		E 4. Financial Sustainability and Innovation – Proactively plan for the future financially, to ensure that budgets are responsive to foreseeable pressures and that opportunities for grants and advancement are not missed